

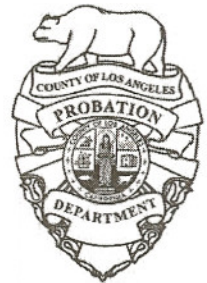


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June 21, 2007

TO: Each Supervisor

FROM: Robert B. Taylor *Robert B. Taylor*
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – THIRD QUARTERLY
STATUS REPORT (APRIL 2007 – JUNE 2007)**

Pursuant to your Board's September 26, 2006 instruction, this is our Third Quarterly Status Report regarding the implementation of Camp Redesign, which covers primarily April through June 2007. Consistent with our previous reports, the context for camp redesign implementation continues to be on five Child Welfare League of America program audit recommendations, a commitment to implementing Evidence-Based Practices (EBP) throughout probation operations (juvenile halls, juvenile camps, and adult and juvenile field offices), and most recently, a focus on the United States Department of Justice (DOJ) review of camp operations.

This report provides an update on 1) the DOJ's review of our camp operations; 2) our 12-point camp redesign implementation strategy; and 3) our accomplishment of camp redesign goals.

I. DEPARTMENT OF JUSTICE REVIEW OF CAMP OPERATIONS

In early March, 2007, the DOJ completed its investigation of nine of our camps (six Challenger camps and Camps Holton, Kilpatrick, and Scott) in which DOJ generally focused on the following seven areas:

- Youth-on-youth violence and harm;
- Youth self-harm;
- Staff-on-youth violence and harm;
- Separation of camp juveniles by risk/needs;
- Use of the Special Housing Unit (SHU);
- Behavior management system; and
- Records management and administration.

Relative to the information provided to your Board's Justice Deputies on March 7, 2007, regarding our initial response to DOJ findings, the Department has already accomplished a major initiative – the establishment of a Camp Assessment Unit to ensure that low-risk-of-recidivism/low-criminogenic-need youth are not placed in camps with medium or high-risk juveniles. In addition, the Department continues:

- Reviewing and revising all Residential Treatment Services Bureau (RTSB) policies and procedures and compiling them in a new RTSB policies and procedures manual that will also be published on ProbNet, the Department's internal web site.
- Training all camp staff in the following areas: suicide prevention, safe crisis management, and child abuse reporting.
- Revising the existing behavioral management system, the Merit Ladder, to emphasize research- and strength-based rather than punitive approaches to changing youth conduct.
- Training camp staff in Evidence-Based Principles, Core Correctional Practices (CCP), and Motivational Interviewing (MI) designed to replace custodial with "change agent" staff attitudes and to provide staff with the relational and responsive skills that research shows will lead to a reduction in staff-on-youth violence and harm.
- Preparing to deliver cognitive-restructuring training, Thinking for a Change (T4C), to male youth in camps, and Girls Moving On (GMO) to female youth. Research demonstrates these will reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- Preparing to deliver 38 modules of the Life Excelsior – Assessment of Personal Skills (LEAPS) curriculum to youth in camps which provide social and emotional skills training that addresses criminogenic needs.

II. CAMP REDESIGN IMPLEMENTATION STRATEGY

As indicated in previous reports, the Department's three Camp Redesign goals are:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

The Department has also developed the following 12-point Camp Redesign strategy to accomplish the preceding three goals in the eight camps that are part of Phase 1 implementation.

1. **Los Angeles Risk and Resiliency Check-Up (LARRC) Assessments** – The Probation Department engaged a consultant to look at a large, random sample of LARRC assessments to assist the Department in developing (a) "cut scores" for identifying low, medium, high, and extremely high-risk juvenile delinquents and (b) criminogenic need domains to be addressed in juvenile case plans. The results are being used in the development of an automated case plan that will be part of the Probation Case Management System (PCMS), which is scheduled for initial implementation in February 2008.
2. **Camp Assessment Unit** – The Department implemented a Camp Assessment Unit at Barry J. Nidorf Juvenile Hall in April 2007, which includes multidisciplinary staff from the Probation Department, Department of Mental Health (DMH), and the Los Angeles Office of Education (LACOE) who are responsible for:
 - Working closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps and that they and their families are provided treatment services.
 - Conducting additional mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.
 - Conducting additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.
3. **RTSB Training Academy** – The Department has established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first academy class of 23 staff began on December 11, 2006, and graduated on January 5, 2007. Since then, 21 additional staff have graduated. Additional academy classes will resume after the Department's Training and Learning Development Services (TLDS) and RTSB staff have completed training juvenile probation staff in PCMS, which is scheduled to occur from August through October 2007.
4. **EBP Staff Skills Training** – During the past three months, The Resources Company (TRC) consultants and 21 RTSB trainers have trained more than 250 camp staff from Challenger and Scott/Scudder in the following EBP-related skills

- **EBP Principles:** a 2-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement)
- **Core Correctional Practices:** a 19-hour training in the effective use of authority, appropriate modeling and reinforcement, problem solving, and quality of interpersonal relationships
- **Motivational Interviewing:** a 19-hour training in effective communication with juvenile delinquents

All remaining RTSB staff are scheduled to complete the above EBP staff skills training by the end of 2007. In addition, as a requirement for working at our camps, TRC has also developed an 8-hour course in Core Correctional Practices for all persons providing educational, human, and support services in camps – this includes Probation night staff, LACOE teachers, CBO service providers, and Faith-Based Organization (FBO) volunteers. This training is being provided by early July 2007.

5. **EBP Interventions** – The Department is working with TRC to implement and establish EBP training programs for the following six EPB interventions:

- **Making Changes:** a 12-hour motivational curriculum that would be administered to all youth in the first 15 days of their stay in camp to determine their readiness for EBP treatments.
- **Girls Moving On:** a 50 to 60-hour cognitive restructuring curriculum that will be delivered in small group sessions to all girls in Camps Scott and Scudder which started on June 18. Girls Moving On has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- **Thinking for a Change:** a 44-hour cognitive restructuring curriculum that will be delivered in small group sessions to youth in Camp Scobee starting on June 25th and, eventually, to boys in 16 juvenile camps. Thinking for a Change has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.
- **Aggression Replacement Training (ART):** a 30-hour cognitive-behavioral skills training curriculum that will be delivered in small group sessions to high-risk juveniles at Challenger camps beginning on September 10. Aggression Replacement Training has been demonstrated to reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm stemming from poor anger management skills.

- **Substance Abuse Treatment (SAT):** The Department, with TRC's technical assistance, is currently evaluating three substance abuse treatment curricula for use in all juvenile camps. A choice should be made in early July, with the training of RTSB and TLDS staff to occur this summer, and training of all camp DPOs to occur during the course of FY 2007-08
- **Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST):** a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in cognitive-behavior principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.

With the exception of ASSISST, for each of the above EBP interventions, the Department is selecting approximately 16 camp staff from Probation and DMH to be trained as small group facilitators that will, under direct supervision of the external trainers, begin running 1-2 groups in their respective camps as soon as they complete an initial week of training. Ideally, each group will be facilitated by a DPO and a DMH clinician. These facilitators will be videotaped once or twice in their groups, so that the EBP intervention trainers can observe and critique their facilitation techniques and then provide a second week of training and coaching in the facilitation of their respective EBP intervention. At the conclusion of the initial run of groups, the EBP intervention trainers will recommend 4-6 facilitators to be selected and further taught how to train other camp staff in their respective EBP interventions.

6. **Gender-Specific Camps** – On January 21, 2007, the Department reopened Camp Scudder, one of two gender-specific camps for girls. The other gender-specific camp is Camp Scott. All Camp Scudder staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum before the camp reopened. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott. In May, TRC consultants trained 16 Scott/Scudder Probation and DMH staff in EBP Principles, CCP, and MI and provided the first half of an 80-hour training in GMO, a cognitive restructuring curriculum that addresses five of the top eight criminogenic needs of juvenile girls. The second half of the training is scheduled for August. During the week of June 18, GMO facilitators began running nine GMO small groups in the two camps.

7. **Challenger Memorial Youth Center (CMYC) Camps** – The six CMYC camps are currently in the process of being reprogrammed to handle medium and high-risk juvenile delinquents with significant mental health issues. This means that:

- CMYC camps will focus on addressing the criminogenic needs of medium and high-risk juvenile delinquents rather than simply detaining juveniles in camps due to their history of Welfare and Institutions Code 707(B), Violent Offenses.
- Three CMYC camps (Resnik, Smith and Scobee) will be used to house and school high-risk juvenile delinquents that need very close supervision and specific EBP interventions to address their responsivity issues. The three other CMYC camps (Camps Jarvis, McNair, and Onizuka) will be used to house and school medium and high-risk juveniles.
- CMYC staff will utilize classrooms and trailers to provide specific EBP interventions in small groups of 8 to 10 juveniles based on criminogenic needs identified with the LARRC and documented in juvenile case plans.

RTSB received funding for three trailers (one each at CMYC and Camps Rocky and Scudder) to provide additional living spaces for camp staff. This will enable these camps to free up existing living quarters for conversion to program space for EBP small groups and other treatments. We are working with CAO and Department of Public Works staff to expedite the clearances needed for construction, and to connect the trailers to electrical, water, and sewer utilities at the three locations.

In May, TRC consultants trained 16 CMYC staff from Probation and DMH in the first half of an 80-hour training in T4C, a cognitive restructuring curriculum that addresses five of the top eight criminogenic needs of juvenile boys. The second half of the training is scheduled for August. Thinking for a Change facilitators will begin running eight T4C small groups at Camp Scobee scheduled to reopen during the week of June 25.

Challenger Memorial Youth Center camps will also reestablish Case Management Teams consisting of a DPO II and a DPO I (augmented by DMH and LACOE staff on an as-needed basis) to (a) update LARRC, mental health, and/or educational assessments; (b) develop and update juvenile case plans; (c) deal with cases of severe conduct disorder; and (d) facilitate aftercare planning and transition of juveniles back to their communities.

8. **Behavior Management System** – In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.

RTSB is developing a new Behavior Management System to be implemented at all 18 camps by the end of this calendar year which will:

- Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;
 - Help youth internalize positive social controls;
 - Restructure a youth's internal reward and incentive system from a focus on just material objective to pro-social human relational goals; and
 - Develop and implement behavior modification stores by September 7, 2007.
9. **Life Excelerator – Assessment of Personal Skills** – In March, the Department began implementing 38 modules of the LEAPS curriculum in all camps. Each module provides a one-hour training of youth in a specific social and emotional skill in one of the following categories:
- Friends
 - School rules
 - Stress and anxiety
 - Respecting self and others
 - Anger and emotional management
 - Communication and presentation
 - Managing time and attention
 - Social life.

The Department intends to teach the same LEAPS module in all camps on any given day.

10. **Program Evaluation** – The Department's Quality Assurance Services (QAS) Bureau has assigned one of its two existing Program Evaluation Office (PEO) teams (5 staff) to RTSB to help camp staff at Scott/Scudder and the Challenger camps revise and document workflow, protocols, and indicators in the following areas:

- Screening of youth to determine if camp is appropriate for them
- Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs)
- Camp assignment based on risk scores and responsivity factors
- Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp)
- Internal classification of youth to specific living units
- Initial case planning within the first 30 days in camp
- Pre-testing for any EBP treatments
- Service delivery: EBP interventions, educational services, health and mental health services, and other activities
- Case management to review each youth's progress in camp
- Behavior management
- Post-testing for any EBP treatments
- Reassessment and case plan updates for aftercare.

All five PEO staff have prior camp experience that will enable them to provide value-added technical assistance in the above areas. They will also then be well positioned to conduct fidelity assessments and other types of program evaluation in the camps.

11. **Juvenile Court** – The Department has worked very closely with the Juvenile Court on development of Camp Redesign strategies. The Resources Company and Department management have trained virtually all 27 Juvenile Court delinquency judges in EBP principles and briefed them on Camp Redesign strategies. The Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, however, they are more interested in effective implementation of the strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 11-12 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps.

12. **Collaboration Efforts** – Following up on its November 2006 Community Corrections Collaborative Conference, the Department is reaching out to other public agencies, CBOs, and FBOs to include them in EBP implementation, such as:

- **Camp Glenn Rockey:** Collaboration with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant program. The purpose of the MIOCR grant is to help improve mental health assessment, EBP intervention, and aftercare treatment of juveniles ordered to camp. Camp Rockey has been designated as a second location to provide enhanced mental health support services. Currently, only the Challenger camps provide 24-hour medical coverage for youth taking psychotropic medications and/or in need of mental health services. On June 12, 2007, as part of the FY 2007-08 State Budget process, MIOCR funding was eliminated from the State Budget. However, as with any other proposed funding reduction, there is a potential for restoration of the funds as part of the Final State Budget negotiations.
- **Camps Joseph Scott & Kenyon Scudder:** Inclusion of representatives from the Girls Collaborative on the steering committee and subcommittees that are reviewing and refining camp programs to ensure that they are evidence-based and consistent with Camp Redesign strategies.
- **Camp David Gonzales:** Implementation of an enhanced education/transition services program to provide (a) a model Individual Learning Plan (ILP) for each juvenile that includes education and/or vocational training both in camp and during transition back into the community and (b) instructional model(s) for teaching homework, tutoring, counseling, etc., that address the responsivity factors of juveniles in camp.

III. ACCOMPLISHMENT OF CAMP REDESIGN GOALS

In the First Quarter Report, the Department identified seven specific goals associated with Camp Redesign. The "scorecard" below indicates where the Department stands in achieving these goals.

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at those CMYC camps which house the more high-risk offenders.	As of May 31, CMYC camps have 310 of 335 camp staff on board. RTSB is currently recruiting/hiring the remaining camp staff.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company (TRC) has updated the EBP Comprehensive Action Plan to reflect the Board's March 13 th approval of additional personnel items. The Department is getting ready to begin a planning process to develop strategies and action plans to sustain EBP implementation in 2008 through 2010.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department has finalized and is now implementing its Camp Redesign strategy. TRC will now begin to assist the Department with integration of Camp Redesign, CCTP, and juvenile field strategies and programs.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of Scott/Scudder staff will continue periodically throughout the rest of 2007. Moving On for Girls and LEAPS small group interventions began on June 18 th .
Implementing EBP staff training, interventions, and services at the 6 CMYC camps.	The Department and TRC began EBP staff skills in April and EBP interventions training in May. Training of CYMC staff will continue periodically throughout the rest of 2007. Thinking for a Change and LEAPS small group interventions will begin in early July.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line in the second half of this year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff are currently working with CIO and ISD to implement a pilot version of the dashboard system by July 23 rd . The dashboard system will be comparable to those already implemented by DCFS and DPSS.

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We will continue to report our progress in accomplishing the preceding goals in our next quarterly report. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources recently approved by your Board.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Acting Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

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